



**Federal Aviation  
Administration**

## INTERNATIONAL AVIATION

*Federal Aviation Administration*

*Fiscal Year 2006 Business Plan*

# 2006 API Business Plan

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# 2006 API Business Plan

The Federal Aviation Administration (FAA) International Business Plan for FY 2006 represents the collaborative efforts of the management and staff of FAA line and international organizations in support of the agency's FY 2006 Flight Plan International Leadership Goal.

The FY 2006 Business Plan embraces four Flight Plan Performance Targets and 15 Strategic Initiatives as well as eight Core Business Measures in support of two key Flight Plan international objectives: improving safety and system capacity. Based on our FY 2005 Business Plan experience and results, the four Flight Plan Performance Targets and associated Strategic Initiatives for FY 2006 represent clearly defined agency activities to support the International Leadership Goal.

To achieve these Flight Plan Performance Targets and Strategic Initiatives as well as associated Core Business Measures and Functions, the FY 2006 FAA International Business Plan calls for completing and concluding approximately 115 separate projects and activities across four geographic regions, with the International Civil Aviation Organization (ICAO), and other multilateral and regional organizations. The projects include leading the agency's preparation for the ICAO Universal Safety Oversight Audit Program (USOAP), expanding FAA presence and cooperative activities with China and India, supporting special Presidential Initiatives to improve aviation safety in Africa, the Middle East and the Americas, and working with our key partners, such as Japan and the European Community, to enhance global safety and interoperability. Additional emphasis is also being placed on identifying and developing sources of funding to support aviation infrastructure development throughout the world - an activity begun in FY 2004 and key to supporting critical aviation system safety and capacity projects in developing countries. Through these projects, the FAA will provide technical assistance, training and will cooperate with key countries and regional and multilateral organizations, worldwide, under the FY 2006 Business Plan.

The Work Plan as outlined below includes regional and global overviews, descriptions of each Performance Target, Strategic Initiatives and Activities and supporting Core Business Measures, Functions, and Activities in FY 2006.

My thanks and appreciation to the FAA executives, managers, and staff in the line organizations and API for your effort, collaboration, and cooperation in working together to develop a challenging and comprehensive Business Plan for FY 2006.

## International Leadership

API helps the line organizations in the agency

provide direct or indirect assistance to over 100 countries around the world to help them improve their aviation systems. The United States is the largest contributor of technical and financial support to the International Civil Aviation Organization (ICAO), which represents 189 of the world's civil aviation authorities.

While the worldwide air accident rate has improved over the last ten years, the rate is higher in parts of the world where major growth is forecast to occur over the next century. In this environment, API must work with our international partners to be able to ensure that the flying public is able to travel as safely and efficiently abroad as at home.

A more detailed description of each objective and its supporting initiatives and performance targets follows:

## Flight Plan Performance Target:

### Aviation Safety Leadership

By FY 2010, continue to reduce the five-year rolling average commercial air carrier fatal accident rate in key regions or countries experiencing substantial growth in aviation operations by 10 percent from the 2000-2005 baseline. FY06 Target: 0.599 per million departures in China.

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### Strategic Initiative: Aviation Safety Oversight Relationships

Provide technical assistance and training and strengthen mutually beneficial partnerships with key civil aviation organizations in Asia and the Americas.

#### Strategic Activity: Colombian Airworthiness and Operational Safety

API negotiated a new technical assistance agreement with Colombia to continue the sustainability of international standards in areas of airworthiness and operational safety.

This agreement is part of a continued effort to help Colombia maintain its Category 1 status under the IASA program. The agreement will expire in September 2006.

**Targets:**

Negotiate necessary agreements for AFS to assist Colombia in maintaining Category 1 status through FY06

**Strategic Activity: Argentina Compliance with International Standards**

API support AFS efforts to provide guidance to Argentina to improve its compliance with international standards for aviation safety oversight

**Targets:**

Arrange technical assistance and quarterly progress reviews to promote improvements in Argentina's safety oversight. API will prepare technical assistance agreements. AFS will visit Argentina on a regular basis and perform quarterly progress reviews.

**Strategic Activity: Organization of Eastern Caribbean States (OECS) Compliance with International Standards**

Assist the Organization of Eastern Caribbean States (OECS) in meeting international standards for safety oversight requirements.

**Targets:**

AFS will periodically visit OECS and provide technical assistance and progress reviews to promote improvements in OECS's safety oversight. API will negotiate agreements and coordinate necessary funding for this effort.

**Strategic Activity: Support COCESNA/ACSA**

Work with AFS-50 and Flight Standards Miami IFO to provide continued support for the development of the Central

American Corporation for Air Navigation Services (COCESNA) and the Central American Agency for Aviation Safety (ACSA).

**Targets:**

Provide coordination for reimbursable technical assistance agreements for technical reviews for ACSA, Honduras and Costa Rica.

**Strategic Activity: International Training Program**

The International Training Secretariat (ITS) and the FAA Academy International Training Division (AMA-800) provides policy guidance and plan, coordinate, and deliver international training programs.

**Targets:**

ITS and AMA-800 plan, develop, maintain and coordinate with the FAA LOBs, and API, annual training activities for FY 2006.

Activity Target: ITS and AMA-800 establish and maintain an agency-wide training database to provide for positive coordination of all international training activities between FAA LOBs, the FAA Academy and API for FY 2006.

Activity Target: ITS and AMA-800 act as the agency focal point to provide training policy guidance and day-to-day coordination and tracking of international training activities among FAA LOBs and API.

Activity Target: ITS and AMA-800 administer and coordinate with FAA LOBs and API, FAA Resident Training Programs.

Activity Target: ITS and AMA-800 organize training program reviews

between FAA LOBs and API on a twice-yearly basis.

#### **Strategic Activity: India Memorandum of Agreement**

APC will conclude an umbrella technical assistance agreement with the Indian Ministry of Civil Aviation.

##### **Targets:**

Signature of MOA by 3Q.

#### **Strategic Activity: New FAA/AVS Offices in Beijing and Shanghai, China**

APC will work with DOS and US Embassy Beijing/Consulate Shanghai to obtain new position and office approvals, secure office sites and arrange necessary modifications to officially open new FAA/AVS offices in Beijing and Shanghai.

##### **Targets:**

Open new AVS offices in Beijing and Shanghai by 4Q. Interim milestones: establish NSDD-38 by 1Q; identify possible office locations (with cost estimates) by 2Q; secure office space by 3Q; have offices ready for AVS Representatives by 4Q.

#### **Strategic Activity: New FAA Office in New Delhi, India**

APC will work with DOS and US Embassy New Delhi to establish a new office in New Delhi. APC will obtain new position and office approvals, secure an office site and arrange necessary modifications to officially open new FAA office in New Delhi.

##### **Targets:**

Open new FAA Office in New Delhi by 4Q. Interim milestones: establish NSDD-38 position by 2Q; identify possible office locations (with cost estimates) by 2Q; secure office space by 3Q; offices ready for FAA Representative by 4Q.

## **Strategic Initiative: Presidential Safety Programs**

Implement civil aviation safety programs to support the Administration initiatives.

#### **Strategic Activity: EAC Civil Aviation Regulations**

Under the Safe Skies for Africa Program, FAA will continue to provide technical assistance to the Kenya CAA, the Uganda CAA, and the Tanzanian CAA to ensure publication of revised civil aviation regulations that comply with ICAO Annexes 1, 6, and 8. API will continue to provide project management support.

##### **Targets:**

1) Assist the Kenya CAA in revising its draft civil aviation regulations (CARs) for publication by end of 2Q FY06; 2) Assist Tanzania and Uganda in harmonizing their CARs with the Kenya CARs by the end of 3Q FY06; 3) Provide regional oversight and training to Kenya, Uganda and Tanzania.

#### **Strategic Activity: East African Upper Flight Information Region**

Monitor progress with East African Community States as they develop a strategic plan for a Unified Upper Flight Information Region (UFIR) for the EAC.

##### **Targets:**

1) Secure funding for continuation of work identified in the FY05 Strategic Plan by November 1, 2006. 2) Provide the EAC with technical expertise for initial start up and review of progress reports.

#### **Strategic Activity: Regional Safety Oversight System in Caribbean**

Under the Third Border Initiative, provide leadership for the Caribbean Community (CARICOM) and the Regional Aviation Safety Oversight System (RASOS) through the Third



Border Initiative. API will work with AFS-50, MIA IFO, AGC, ARP and ATO to enhance aviation in the region and develop the regional mechanism.

**Targets:**

Provide project management support, seek additional funding and complete a comprehensive work plan review by September 2006.

**Strategic Activity: Afghanistan /FAA Comprehensive Assistance Plan**

API will work with USG agencies and other donors to initiate FAA and other contractor assistance in Afghanistan.

**Targets:**

FAA Civil Aviation Assistance team will provide technical assistance and program management to Afghanistan MOT in coordination with other donors as established in the FY 2006 technical assistance plan.

**Strategic Activity: Iraq Technical Assistance**

Work with lines of business to provide technical assistance necessary to support the DOT mission in Iraq.

**Targets:**

FAA Civil Aviation Assistance team will provide technical assistance and program management to Iraq in coordination with other donors as established in the FY 2006 technical assistance plan.

**Strategic Activity: FHWA Technology Transfer Center in Tanzania**

API will Implement a plan in conjunction with the FAA Academy to coordinate with the Federal Highway Administration (FHWA) and Tanzanian Government to establish an aviation component in the existing FHWA Technology Transfer Center in Tanzania under the Safe Skies for Africa Program.

**Targets:**

- 1) Coordinate meeting with SSFA Program Office, AMA-800, and FHWA to review Implementation Plan by end of 1Q FY06.
- 2) Obtain signed Memorandum of Cooperation with Tanzanian Government organizations for the following tasks by 2nd quarter of FY 2006: providing technology resources and materials, marketing to secondary schools, creating links with academic institutions, providing digital technology, and expansion.

**Strategic Activity: FAA Academy's SSFA FY06 Training Plan**

Secure funding and coordinate with the FAA Academy in the implementation of the FY06 Safe Skies for Africa Training Plan (based on previously completed training needs assessments in the areas of safety oversight, air traffic management, instructor training, and aviation management).

**Targets:**

- Monitor available funding and ensure that the appropriate agreements are in place to support the implementation of civil aviation safety and technical training identified in the FY06 training plan:
- Deliver one (1) PANS-OPS course during the 3rd qtr.
  - Deliver one (1) radar training course during the 3rd qtr.

**Strategic Activity: EAC Regional Safety Oversight Organization**

Work with AFS-50, AGC, and ATO to provide continued support for the development of a regional safety oversight organization within the East African Community.

**Targets:**

- 1) Coordinate technical assistance

and training during each quarter of FY 06 to support this effort. 2) Draft necessary agreements for technical assistance.

**Strategic Activity: Open the Middle East office in Abu Dhabi (United Arab Emirates)**

Ensure successful transition of the new FAA Sr. Representative to Middle-East Office.

**Targets:**

(1) Open new office Abu Dhabi by 1Q FY 06; (2) Meet with head of the regional ICAO office in Cairo, Egypt during 1Q FY 06; (3) Meet with selected Middle-East civil aviation officials to discuss regional strategic goals and issue a report on these goals by 3 Q FY 06.

**Strategic Initiative: Government Industry Partnerships**

Support creation of government- industry partnerships to facilitate the transfer of aeronautical products, services, and technologies to key developing regions.

**Strategic Activity: U.S. - India Aviation Cooperation Program**

APC will guide the planning and execution of a roll-out aviation project that is supported by India and ACP partners.

**Targets:**

Identify and launch project within three months after ACP approval by GOI.

**Strategic Activity: China CAAC Executive Management Development Training**

APC will assist the China Aviation Cooperation Program and the ATO in structuring, organizing and delivering the China CAAC Executive Management Development Training including the ATMB Future Leaders training.

**Targets:**

Assist ACP and ATO in the planning

and execution of this training. Interim milestones: define the curriculum for the CAAC Public Servant and ATMB Future Leaders Training by 1Q; establish and select FAA mentors by 2Q; initiate training by 4Q.

**Strategic Initiative: Support ICAO**

Provide U.S. technical participation and leadership in ICAO meetings to achieve U.S. objectives.

**Strategic Activity: ANC Replacement**

Finalize activities related to the recruiting, and training of the FAA selectee to rotate into the U.S. position on the ICAO Air Navigation Commission on or about 1/8/06.

**Targets:**

(1) Execute final training for selected candidate by December 2005. Outcome: Ensure candidate is fully prepared to assume duties of the job.

**Strategic Activity: Global Strategy for ICAO Regional Programs**

API will track and monitor all ICAO regional programs, FAA's participation in ICAO regional meetings, and analyze current FAA reporting mechanisms to increase the effectiveness of internal communications in aligning U.S. objectives.

**Targets:**

(1) Update and maintain a comprehensive ICAO calendar that includes all Headquarters and regional offices activities. (2) Provide input to regional planning meetings as necessary. (3) Provide input to regional technical assistance projects as necessary. (4) Assist in the coordination of policy papers to be presented by the FAA and USG at ICAO regional meetings. (5) Analyze FAA participation in ICAO

regional activities and identify appropriate measures to improve effectiveness by March 2006.

#### **Strategic Activity: Increase Executive Awareness of ICAO**

Support the efforts of the Air Navigation Commissioner to increase the level of awareness of ICAO's mission and functions via executive-level training courses and briefings.

##### **Targets:**

By the end of FY06 develop a list of subjects to be included as part of executive training courses.

#### **Strategic Activity: ICAO Reform**

Provide Agency position on ICAO reform issues, such as leadership succession, term limits for Secretary General and Council President offices, review current power balance of both offices, and review current roles and work programs of the ICAO Council and Secretariat.

##### **Targets:**

1. Manage for FAA the USG Inter-Agency strategy on leadership succession plan developed in FY05.
2. In October 2005, identify candidates for Secretary General and Council President and develop outreach plan to obtain support for US-backed candidates.
3. Through March 2006, execute outreach plan and provide information and advice on progress of the Sec Gen and Council President elections.
4. Through August 2006, monitor transition of Council President activities
5. Throughout FY06, as a coordinated effort with Department of State, obtain support from like-minded States to push through ICAO reform issues at the ICAO Council level.

#### **Strategic Activity: ICAO Global Safety Conference**

Lead USG preparation for this special global conference called by ICAO Council President for all Contracting States to convene in Montreal to discuss the principles of the unified strategy, particularly transparency, sharing of safety data and assisting States to meet international standards for safety.

##### **Targets:**

Hold first inter-agency meeting by October 5 to identify US goals and objectives for conference and forward to ANC representative.

Submit travel package by November 30.

Beginning in November, hold monthly inter-agency meetings through February 2006 to develop U.S. positions on agenda items.

Complete development of USG position on all agenda items by February 4.

Finalize USG delegation by February 4.

#### **Strategic Activity: ICAO Universal Safety Oversight Audit Program (USOAP) under the Comprehensive Systems Approach**

Coordinate FAA pre-audit preparations for the ICAO Universal Safety Oversight Audit of the United States, tentatively scheduled for the first half of CY2007.

##### **Targets:**

Continue pre-audit activities from FY05 plan: (1) All USG offices will file differences to the ICAO Standards and Recommended Practices, in accordance with Articles 37 and 38 of the ICAO Convention by June 30, 2006. Outcome: Meets Statutory



requirements. (2) By September 30, 2006, conduct and complete an FAA-wide internal self-assessment using published ICAO Audit Protocols. Outcome: All USG offices affected by the audit will be fully prepared for the audit phase of the activity in 2007. (3) All USG offices with ICAO annex responsibility will continuously monitor and update the relevant Compliance Checklists as amendments are approved. Updated Compliance Checklists will be submitted to ICAO 90-days prior to the start of the audit. Outcome: Ensures accuracy of the USG and ICAO databases relevant to the filing of differences to the ICAO Standards and Recommended Practices (SARPs).

#### **Strategic Activity: Manage the ICAO Panel Coordination Group**

API will host quarterly meetings of all ICAO panel members to be chaired by the U.S. Air Navigation Commissioner.

##### **Targets:**

Host quarterly meetings of all ICAO panel members to be chaired the U.S. Air Navigation Commissioner. These meetings are tentatively planned for December 2005, March 2006, June 2006, and September 2006

### **Strategic Initiative: Aviation Authority Creation**

Provide technical assistance and training in creating at least four regional aviation authorities or organizations capable of meeting globally accepted safety and efficiency standards.

#### **Strategic Activity: Latin American Civil Aviation Commission Meeting**

API will organize the second annual FAA-Latin American Civil Aviation

Commission meeting.

##### **Targets:**

Work with LACAC to organize and manage the second FAA-LACAC meeting by September 2006.

### **Strategic Initiative: Increase ICAO Recruitment**

Increase recruitment of qualified U.S. technical personnel to fill positions at ICAO.

#### **Strategic Activity: FAA/ICAO Fellowship Program**

Arrange 6-12month opportunities to work at ICAO Headquarters in Montreal, Canada.

##### **Targets:**

- (1) Announce this year's program and make online application available by October 3, 2005.
- (2) Application deadline November 4, 2005.
- (3) FAA candidates submitted for ICAO consideration December 5, 2005.
- (4) Signed agreements for selected Fellows by February 17, 2006
- 5) Fellows in Montreal by April 3, 2006.

#### **Strategic Activity: Recruit US technical personnel for ICAO**

API will increase recruitment of qualified US technical personnel to fill positions at ICAO.

##### **Targets:**

1. Participate in API-10's Return Rights Working Group to provide policy guidance.
2. During the fiscal year, work with the US Mission and DOS/IO to identify positions that may become vacant at ICAO.
3. Work with APA to announce and disseminate current ICAO vacancies through FAA employee communication vehicles such as

FAA Today, FAA Focus and AOA Highlights. 4. Attend Inter-Agency meetings to report out on FAA efforts in this area and learn what the State Department is doing as lead Agency.

#### **Strategic Activity: International Civil Aviation Day**

API will plan and carry out International Civil Aviation Day in accordance with the worldwide celebration approved by the ICAO Council.

##### **Targets:**

- (1) Prepare concept paper by November, 2006.
- (2) Hold agency event in December, 2006.

## **Flight Plan Performance Target:**

### **NAS Technologies**

By FY 2010, expand the use of Global Positioning System-based technologies and procedures to five countries. FY06 Target: 1.

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#### **Strategic Initiative: Export Technologies**

Encourage adoption of enabling technologies and processes, such as the Global Navigation Satellite System (GNSS) and ADS-B, to improve safety of flight operations.

#### **Strategic Activity: NAS Technology and Procedures Training**

The ITS and AMA-800 will coordinate and deliver training to expand the use of NAS technologies and procedures to priority countries.

##### **Targets:**

The ITS and AMA-800 will arrange for the delivery of NAS technology and procedures training to countries identified in the FY 2006 Business Plan (Note: Countries identified by

ATO-P and API Geographic Regions.

#### **Strategic Initiative: Optimize Efficiencies**

Improve interoperability of automation tools and operational procedures to increase user flexibility and efficiencies.

#### **Strategic Activity: Coordinate key air traffic plans and positions with Europe**

Support ATO and Joint Planning and Development Office (JPDO) activities through coordination of key air traffic plans and positions with Europe.

##### **Targets:**

- (1) Arrange for and support delivery of FAA position on future airspace management system and interoperability through high-level FAA participation in at least one key technology-sharing forum by 4 Q FY 06; (2) Represent FAA, and support ATO participation, in discussions with key officials and industry representatives during 2 and 3 Q FY 06; (3) Support ATO through active participation in, and analysis and reporting on, the Single European Sky (SES) Industry Consultation Body (ICB) and follow-up on developments at meetings as appropriate; (4) Research and analyze air navigation service developments in Europe and coordinate with responsible FAA officials quarterly; (5) Conclude agreement with the European Commission (EC) on ATM cooperation by 4 Q FY 06; and (6) Work with ATO to coordinate and actively participate in a meeting between FAA and Russian officials to develop a strategy for US/Russian air traffic control cooperation by 4 Q FY06.

## **Strategic Initiative: Next Gen Global Harmonization IPT**

Develop and implement international strategy in support of the NGATS Global Harmonization IPT and work with civil aviation and interagency partners to implement the strategy.

### **Strategic Activity: International Collaboration**

Continue to refine and begin implementation of the NGATS International Strategy by undertaking international collaborative activities with key countries in technologies of mutual interest.

#### **Targets:**

1. API will identify five key countries with which to collaborate on NGATS development by June 2006; 2. API will assist ATO in the establishment of working groups during FY06.

### **Strategic Activity: Asia Pacific Outreach for the Next Generation Air Transportation System (NGATS)**

APC will assist ATO with the implementation of the NGATS international strategy in the Asia Pacific region.

#### **Targets:**

Negotiate with key aviation authorities in Asia Pacific to work in cooperation with FAA on NGATS activities 4Q. Interim milestone: help ATO develop an international outreach strategy 1Q; initial contact with 2 key authorities 2Q.

## **Strategic Initiative: World Radio Conference (WRC) Forum**

Complete all FY 2006 Strategic Activities identified in the ATO Business Plan to provide technical participation and leadership in the World Radio Communications Conference.

### **Strategic Activity: World Radiocommunications Conference (WRC)**

API will assist ATO in preparing the U.S. position for the WRC 2007 by monitoring ICAO's policies on spectrum management and coordinating the U.S. position with the IAOs.

#### **Targets:**

- (1) Throughout 2006, track work done in the ICAO Aeronautical Communications Panel. (2) By April 2006, assist ATO in the development of an outreach plan for IAOs and appropriate LOB staff to promote the U.S. position worldwide through cables, ICAO regional meetings, FAA Executive travel, and any other necessary means.

## **Flight Plan Performance Target:**

### **Bilateral Agreements (Products and Services)**

Conclude at least eight (new or expanded) bilateral safety agreements that will facilitate an increase in the ability to exchange aviation products and services by FY 2010. FY06

Target: 2.

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## **Strategic Initiative: EU and EASA Partnership**

Establish an effective partnership with the European Union and EASA to ensure the highest level of cooperation for aviation safety and an efficient exchange of products, services, and technologies.

### **Strategic Activity: Cooperation with EU and European Aviation Safety Agency (EASA)**

Continue to work with EASA, European Commission (EC), and member states on issues as they arise.

#### **Targets:**

- (1) Work closely with the European

Civil Aviation Conference (ECAC), EC, and key EU Member States to ensure the development of an equivalent foreign operator air carrier operating regulation and largely harmonized with FAR 129, and provide a summary report for API by 4 Q FY 06.

#### **Strategic Activity: European Commission and EASA**

Continue to negotiate new safety agreement between U.S. and European Commission (EC).

##### **Targets:**

(1) Organize, participate in, and prepare meeting minutes for EASA/FAA executive level meetings in 1 Q FY 06 and 3 Q FY 06; (2) Ensure coordination of pre and post negotiation positions and provide policy content and quarterly status reports on negotiation meetings for the Executive Agreement and Implementation Procedures for Airworthiness, and for Maintenance by 4 Q FY 06; and (3) Conclude language in the executive agreement by 4 Q FY 06.

#### **Strategic Initiative: Bilateral Agreements**

Negotiate and conclude bilateral agreements for safety, certification, and approval systems that enable technology transfer with global aviation partners.

#### **Strategic Activity: Japan BASA Executive Agreement**

APC will work with DOS to conclude BASA Executive Agreement with JCAB.

##### **Targets:**

Signature of BASA EA by 4Q FY 06.

#### **Strategic Initiative: Global Harmonization**

Seek global harmonization of fractional ownership regulatory policy.

#### **Strategic Activity: Seek global harmonization of fractional ownership regulatory policy**

Work with AFS and DOT to advance North American position on fractional ownership by interacting with countries and regional organizations in Latin America and the Caribbean to develop consistent regulatory policies that allow for harmonization of fractional ownership operations in the Western Hemisphere.

##### **Targets:**

Brief a regional organization and/or ICAO meeting on the common North American approach to developing and implementing regulations for business aviation by 3Q FY 06

#### **Flight Plan Performance Target:**

#### **External Funding**

Secure a yearly increase of 20 percent in external funding for international aviation activities from the United States and international government organizations, multilateral banks and industry. FY06 Target: 20 percent.

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#### **Strategic Initiative: Promoting External Funding**

Increase external funding from U.S. government, bilateral partners, multilateral banks, and industry to strengthen the global aviation infrastructure.

#### **Strategic Activity: External Funding - Outreach Efforts**

Conduct outreach activities that educate and influence external funding sources on the economic and social benefits of aviation safety programs.

##### **Targets:**

API-20 will: (1) Represent FAA on the Committee on International Aviation Safety and Security, and

(2) by September 2006, produce two informational events for external funding organizations

**Strategic Activity: External Funding - Developing and Managing Initiatives**

API will seek increased levels of external funding for international aviation infrastructure projects from the U.S. government, multilateral development banks and industry. (Lead)

**Targets:**

By September 2006, (1) Develop new initiatives for funding aviation infrastructure projects, (2) Ensure funding is sustained for existing projects

**Core Business Measure:**

**Executive Direction and Operational Support Delivery**

Provide executive direction and operational support to all API activities and agency-wide coordination and support of the FAA international program.

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**Core Business Function: Executive Direction and Operational Support**

Encompasses the activities of the corporate management of API including administrative office support and logistics. This function also includes the operational duties of the country specialists/desk officers not addressed in the other core business functions.

**Core Business Activity: Interagency Group on International Aviation Automation**

Improve efficiency of the IGIA coordination process. Replace current IGIA database with more efficient system.

**Targets:**

1) By November 1, complete testing of KSN site with LOB's 2) By

December 1, develop user guide for stakeholders 3) By January 1, rollout new IGIA coordination system. 4) By March 1, convert old database to new system. Training on IGIA clearance site will continue throughout the year on an as-needed-basis.

**Core Business Activity: International Operations Support**

Provide personnel, financial management, travel, and transportation support to FAA's operations in foreign areas.

**Targets:**

API will achieve a score of no less than 80% in a customer satisfaction survey measuring the provision of personnel, financial management, travel, and transportation support to FAA's operations in foreign areas.

**Core Business Measure:**

**New Agreement Development and Delivery**

API initiates, prepares, and executes contracts and agreements in support of the goal of International Leadership and expects to conclude 75% of agreements in this activity.

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**Core Business Function: Agreement and Contract Administration**

This core business function includes the development, preparation and management of agreements and contracts including, but not limited to, bilateral aviation agreements, technical assistance, training, cooperative efforts, and research agreements, memoranda of agreement, annexes and appendices. It also includes the duties of a contracting officer's technical representative such as generating statements of work, approving



invoices for payment and facilitating government/contractor relations.

**Core Business Activity: ICAO Agreements**

Prepare, negotiate and deliver agreements with ICAO as necessary.

**Targets:**

Ongoing - prepare agreements within assigned dates.

**Core Business Activity: Angola Civil Aviation Regulations**

Introduce MCARs to a Safe Skies for Africa country that currently does not have regulations that meet ICAO standards. API-22 will target Angola and support AFS-50 in this effort.

**Targets:**

Conclude a technical assistance agreement by the end of 2Q FY06 to send a team of safety oversight inspectors and legal specialists to conduct a baseline safety oversight review of the Angolan National Civil Aviation Authority.

**Core Business Activity: Radar Simulator in East Africa**

Install a radar simulation laboratory and classroom in the East African Community. API-22 will coordinate with AMA-800 in order to carry out this project and assist with associated training.

**Targets:**

Initial training will be completed by the end of 1Q FY06; and equipment and software installation for up to five controller workstations will be completed by the end of 3Q FY 06.

**Core Business Activity: Assistance to Ukrainian Civil Aviation Authorities**

Work with AFS-50 and AGC to assist Ukrainian authorities to fully comply with international safety standards.

**Targets:**

(1) FAA Senior Representative to visit Ukraine by 2 Q FY 06 to gauge progress on improving aviation safety and determine further areas for FAA Assistance; and (2) FAA Senior Representative to hold teleconferences with Ukrainian officials and report at least once every two months for an update on progress and to determine further areas for FAA assistance.

**Core Business Activity: Cooperation with Russian Civil Aviation Authorities**

Continue technical assistance agreements with Russia

**Targets:**

(1) In conjunction with LOBs, develop, coordinate and sign new umbrella Memorandum of Cooperation (MOC) agreement with Russian Ministry of Transport by 4 Q FY 06.

**Core Business Activity: Wildlife Hazard Management Course Training Video**

API-22 will coordinate delivery of instruction video from completed wildlife hazard management training in Kenya and Uganda to targeted African countries and ICAO Regional Offices in Africa.

**Targets:**

Coordinate delivery of instruction video to targeted African countries by 1Q FY06.

**Core Business Activity: Pacific Aviation Safety Office (PASO) Technical Assistance Agreement**

APC will arrange requested training identified by PASO.

**Targets:**

Conclude Technical Assistance Agreements 3 months after PASO identified training requirements.

**Core Business Activity: AirServices Australia (ASA) Agreements**

APC will help ASA identify technical assistance requirements.

**Targets:**

Identify and complete annexes and appendices within 3 months after ASA has identified technical assistance requirements.

**Core Business Activity: Korea Incheon International Airport Technical Assistance**

APC will plan, arrange and coordinate second ATO Incheon airport consultation for KCASA.

**Targets:**

Complete arrangements for second airport consultation by 3Q.

**Core Business Activity: India Technical Assistance Annexes and Appendices**

APC will negotiate technical assistance annexes and appendices to implement US-Indian cooperation.

**Targets:**

Signing of annexes for SBAS, air traffic and aviation safety 6 months after MOA signed.

**Core Business Activity: MOA with Hong Kong Civil Aviation Department**

APC and AGC will continue to work with the Hong Kong Civil Aviation Department (CAD) and Observatory (HKO) to resolve any outstanding issues regarding liability and prepayment and sign new MOA.

**Targets:**

Sign new MOA within 3 months after liability and prepayment issues are resolved.

**Core Business Activity: Cooperation with Poland Civil Aviation Authorities**

Conduct a representational visit to Warsaw.

**Targets:**

Meet with Polish civil aviation

officials and identify areas of ongoing cooperation by 1Q FY06

**Core Business Activity: Safety consultations with Chile**

Provide guidance to Chile to maintain its compliance with international standards for aviation safety oversight.

**Targets:**

FAA technical experts will periodically visit Chile and provide guidance and progress reviews to promote improvements in safety oversight on a reimbursable basis. API will negotiate relevant agreements.

**Core Business Activity: Venezuela Compliance with International Standards**

API will provide guidance to Venezuela to improve its compliance with international standards for aviation safety oversight

**Targets:**

Provide technical assistance and periodic progress reviews to promote improvements in Venezuela's safety oversight. API will prepare technical assistance agreements and support coordination with the U.S. Embassy. AFS will visit Venezuela periodically and perform progress reviews.

**Core Business Activity: U.S.-China Aviation Cooperation Program (ACP)**

APC will continue to provide leadership as co-chair of ACP, co-lead monthly meetings, and help manage the ACP technical assistance program. API will assist the ACP to secure TDA funding, define and execute ACP goals and activities as required. APC will work with ACP, ATO and other organizations to arrange delivery of identified training.

**Targets:**

Assist ACP to arrange delivery of all

ACP training by 4Q. ACP continue to mature as an effective organization with TDA funding by 4Q. Interim milestones: assist with ARJ21 certification training program as requested by 4Q; assist ACP with obtaining FY06 TDA funding by 4Q.

**Core Business Activity: Nigerian CAA Technical Assistance Agreement**

Provide technical assistance to NCAA through the Nigerian Technical Assistance Project to review and update civil aviation law and regulations to ensure compliance with ICAO Annexes 1, 6, and 8.

**Targets:**

Meet with OST in 1Q FY06 to determine funding availability for assistance. Pending availability of funding, API will coordinate visit by assessment team in 2Q FY06.

**Core Business Activity: Framework Agreement with Netherlands re Overseas Territories**

Negotiate umbrella agreement with the Kingdom of the Netherlands to enable the FAA to enter into agreements directly with the Overseas Territories (OTs).

**Targets:**

Working with AGC-7 and the Department of State, conclude framework agreement with the Netherlands and negotiate MOAs and Annexes with the OTs by end of FY06.

**Core Business Activity: Technical Assistance for the Civil Aeronautics Authority of Panama**

Work with AFS-50 and the Flight Standards Miami IFO on the continued provision of FAA technical assistance to the Civil Aeronautics Authority of Panama in air operator certification, airworthiness, and operations

inspection.

**Targets:**

Provide coordination for FAA technical assistance to support Panama's effort to maintain its Category 1 status.

**Core Business Activity: English Proficiency for ATC Course for Colombia**

Coordinate an in-country training agreement for English Proficiency for Air traffic Controllers in Colombia

**Targets:**

Complete training by December 2005.

**Core Business Activity: Russian Federation - Shadow certification of the KA-226 helicopter**

As necessary, conclude reimbursable agreements with the Interstate Aviation committee in support of AIR's shadow certification of the KA-226 helicopter.

**Targets:**

Conclude agreements as necessary to support AIR by 4 Q FY 06.

**Core Business Activity: General Agreements**

Prepare unscheduled technical assistance, training, and cooperative agreements as they arise during the course of the fiscal year

**Targets:**

Prepare unscheduled agreements as required within a 90 day turnaround after the need is identified.

**Core Business Activity: Dangerous Goods Training Course in West Africa**

API will work with ASH and the FAA Academy to conduct a Dangerous Goods Training Course in the West Africa region under the Safe Skies for Africa Initiative.

**Targets:**

Coordinate agreements and logistics for the Dangerous Goods course. Target date: 3rd Quarter FY06

**Core Business Activity: Enhanced Traffic Management System for Brazil**

Conclude an Enhanced Traffic Management System Agreement for Brazil.

**Targets:**

Assist the ATO to conclude an ETMS agreement by June 2006.

**Core Business Activity: Aviation Infrastructure Assistance for Liberia**

The U.S. Department of State requested FAA to conduct a survey of aviation needs in Monrovia, Liberia. DOS will make funding available to fund technical assistance projects in air navigation, aviation safety oversight, and aviation security.

**Targets:**

1) Conclude funding agreement with USAID by the end of 1Q FY06. 2) Conclude umbrella MOA with Liberian Civil Aviation Authority in 2Q FY06. 3) Conduct a Baseline Review of safety oversight capability of Liberian Civil Aviation Authority by end of 3Q FY06. 4) Conduct survey of air navigation system operational needs by end of 4Q FY06.

**Core Business Activity: Memorandum of Cooperation with Boeing and African Universities**

Conclude a MOC with Boeing, African Universities and US Universities to introduce African students to aviation technology.

**Targets:**

1) Finalize terms of reference with Boeing to draft an MOC by 1st quarter FY06. 2) Identify countries and universities in Africa by 2nd quarter FY06

**Core Business Activity: GNSS Procedure Development in West Africa**

Secure funding from USTDA or World Bank to conduct a feasibility study to develop GNSS procedures for the enroute airspace between selected West and Central African countries.

**Targets:**

1) Identify participating countries by 2nd quarter FY06  
2) Work with ATO to develop proposal for feasibility study by end of 3rd quarter FY06  
3) Present proposal to funding institutions by end of 4th quarter FY06.

**Core Business Activity: Safety Oversight Technical Assistance for Senegal**

The Government of Senegal has requested assistance to complete their aviation laws and regulations to be compliant with ICAO standards.

**Targets:**

1) Coordination of publication end of 4Q FY 06. 2) Coordination of Training end 4Q FY 07.

**Core Business Activity: Aerodrome Certification Training Course in East Africa**

Coordinate an in-country training agreement for the Aerodrome Certification Training course to be conducted in East Africa.

**Targets:**

Coordinate agreement and logistics for the Aerodrome Certification course. Target date: 3rd Quarter of Fiscal Year 2006.

**Core Business Activity: OJF Courses for the East African Community**

Conduct at least two on-the-job familiarization (OJF) training courses or workshops for the East African Community aviation safety inspectors and personnel licensing officers.

**Targets:**

- 1) Work with AFS-50 to coordinate technical assistance and training during each quarter of FY 06 to support this effort. 2) Draft necessary agreements for technical assistance.

**Core Business Activity: Djibouti Civil Aviation Authority Observation Visit Follow-on**

API, through the Safe Skies for Africa Program, will provide follow-on support to the Observation Visit and assist the FAA Academy in conducting a Training Needs Assessment in Djibouti.

**Targets:**

- 1) Coordinate a Training Needs Assessment for the Djibouti Civil Aviation Authority in 4Q FY06. 2) Draft necessary agreements for this activity.

## Core Business Measure:

### Meeting and Event Delivery

API will prepare for meetings and events in this category.

#### Core Business Function: Event and Program Management

This involves all activities for the planning, preparation and implementation of special events, conferences and summits either managed or supported by API.

**Core Business Activity: 13th meeting of ICAO Caribbean/South America Regional Planning and Implementation Group**

Prepare U.S./FAA participation in the 13th meeting of the ICAO Caribbean/South America Regional Planning and Implementation Group (GREPECAS/13).

**Targets:**

- API will coordinate agency working and information papers for the GREPECAS/13. API will lead the

delegation at the meeting in Santiago, Chile, in November 2005.

**Core Business Activity: General Events**

API will coordinate unscheduled events throughout the fiscal year as the need may arise

**Targets:**

Coordinate events as required.

**Core Business Activity: European Civil Aviation Conference**

ECAC Annual Interagency Meetings, 3Q FY 06

**Targets:**

- (1) Meet with LOBs regarding FAA initiatives in 2 Q FY 06; (2) Prepare agenda, including necessary bilateral meetings for the FAA Executive Representative to the ECAC Triennial meeting by 4 Q FY 06; (3) Develop and prepare briefing material and AOA remarks by end of 3 Q FY 06.

**Core Business Activity: Aviation Safety Forum**

Provide support in planning and organization of FAA Safety Forum.

**Targets:**

Work with AVS and other LOB's in management of international participation, and conduct of Forum.

**Core Business Activity: Support Summit of the Americas in November 2005**

Political leaders from throughout the Western Hemisphere will meet for the Summit of the Americas in Argentina in November 2005. Brazil will host a Ministers meeting prior to the Summit.

**Targets:**

API will lead FAA coordination with the Department of Transportation to prepare the Secretary for the Ministers meeting in Brazil, and coordinate with LOBs on any



aviation-related deliverables for these events.

**Core Business Activity: Asia Pacific Cooperative Development of Operational Safety & Continuing Airworthiness Program (COSCAP)**

APC will plan and coordinate the FAA's participation at COSCAP Steering Committees and associated meetings.

**Targets:**

APC participation in COSCAP Asia Steering Committee and RAST meetings.

**Core Business Activity: Kotaite Retirement Event**

AOA-1 will host an event in honor of Dr. Kotaite's retirement as ICAO Council President.

**Targets:**

1. By February 15, 2006, determine date and venue for event. 2. Hold event no later than June 30, 2006.

**Core Business Activity: 2nd ICAO meeting of Directors General in Honduras**

The FAA will participate in the second ICAO meeting of Directors General of Civil Aviation of the Caribbean and Central American Regions in Honduras.

**Targets:**

Participate in meeting during 1Q FY06 and coordinate follow-up activity.

## **Core Business Measure:**

### **Delegation Preparation Development Delivery**

API prepares briefing books, position papers, and country overviews on matters relating to aviation for U.S. Government Officials and Delegations. API will complete 100% of delegation preparation materials within 7 days of the event.

## **Core Business Function: Delegation Preparation**

API prepares briefing books, background papers, position papers, country overviews, and presentations.

**Core Business Activity: Farnborough Air Show**

Support Senior executive participation at the Farnborough Air Show.

**Targets:**

(1) Develop draft participation plan by 1 Q FY 06. (2) Approve and implement plan by 3 Q FY 06 by preparing venues, briefing materials and remarks for a Senior Executive during 2 Q FY 06.

**Core Business Activity: FIDAE 2006 Airshow**

Support FAA delegation visit to International Air and Space Show in Santiago, Chile.

**Targets:**

API will coordinate with the LOBs in planning for AOA-1 participation in the FIDAE Air Show and as a speaker in the Wings of Change Conference, which will be held in March 2006 in conjunction with the air show.

**Core Business Activity: 43rd DGCA Conference Asia Pacific Region**

APC will plan and coordinate FAA participation at the 43rd DGCA in Sri Lanka, Nov 2006.

**Targets:**

Complete arrangements for Conference scheduled for 1Q FY 07. Interim milestone: hold first preparation meeting 4Q FY 06 in conjunction with lessons learned/best practices from DGCA 2005.

**Core Business Activity: General Delegation Preparation**

Plan, support, and coordinate

preparation for scheduled and unscheduled trips by FAA and other USG Officials and delegations as required.

**Targets:**

Complete trip and Delegation preparation packages as required.

## **Core Business Measure:**

### **New Policy Development and Delivery**

API will develop appropriate FAA position, policy or implementation procedures for activities listed.

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#### **Core Business Function: Policy Development and Coordination**

This involves activities associated with the development and coordination of U.S. Aviation Policy, and API policy and procedures in support thereof. It also involves building partnerships with U.S. Government agencies and Allies, and Non-government organizations. It also encompasses API activities performed in support of the Joint Planning Development Office (JPDO), External funding and the International Civil Aviation Organization.

#### **Core Business Activity: Interagency Group on International Aviation**

Work with Interagency Group on International Aviation (IGIA) members and stakeholders to improve the efficiency and effectiveness of the IGIA.

**Targets:**

Conduct meetings with the IGIA points of contact and the U.S. Air Navigation Commissioner to provide the LOBs with the opportunity to discuss with their respective counterparts issues and processes being worked within their respective organizations. Continue further

automation of IGIA process as resources allow. Distribute and coordinate within the U.S. proposed changes/amendments to ICAO Annexes within appropriate timeframes. Assist the U.S. USOAP Program Manager and the USG stakeholders in identifying and filing differences to ICAO Standards and Recommended Practices.

#### **Core Business Activity: Overflight Fee Working Group**

Provide guidance to the overflight fees working group on communicating with international air carriers and foreign civil aviation authorities to issue bills and collect fees for air traffic services provided by the FAA to overflights.

**Targets:**

Provide policy guidance to support working group with international coordination through the end of September 2006.

#### **Core Business Activity: Airspace management for the Bahamas FIR**

Work with ATO in developing an agreement with the Bahamian government through which the FAA can continue to provide air traffic services in airspace over the Bahamas.

**Targets:**

Assist the ATO in developing a strategic policy for working with both ICAO and the Bahamas to ensure a continued role for the FAA in providing air traffic services in airspace over the Bahamas. Enter negotiations on a new agreement between the FAA and the Department of Civil Aviation by December 2005.

#### **Core Business Activity: WAAS Reference Stations in Canada and Mexico**

Support ATO in coordinating with Canada and Mexico on installation and

training of WAAS Reference Stations under agreements signed in 2004.

**Targets:**

Coordinate with the ATO and Canada and Mexico on TDY (installation) and in-country training agreements by the end of September 2006.

**Core Business Activity: Fractional Ownership Regulatory Policy for North America**

Support NAAT working group on harmonization of fractional ownership regulatory policy throughout North America

**Targets:**

Report out on working group progress at NAAT/12 in June 2006.

**Core Business Activity: GNSS Approach Development in Africa**

Provide hands-on training in GNSS approach development, flight inspection, and charting at the FAA Academy to a small contingent of West African region aviation officials. The objective is to enable these officials to implement GNSS procedures for en-route and non-precision approaches in their respective countries.

**Targets:**

- 1) Secure funds from Safe Skies for Africa Program Office and conclude funding agreement by 1stQ FY06.
- 2) Prepare invitation letters inviting nominees by 2nd Q FY06
- 3) Conduct training by 4thQ FY06

**Core Business Activity: Japan MTSAT Certification**

APC will help JCAB develop a certification plan.

**Targets:**

Aid JCAB in the development of their plan for MTSAT certification 4Q.

**Core Business Activity: Asia Pacific Economic Cooperation (APEC)**

APC will plan and coordinate the FAA's participation at the APEC Transportation Working Group and appropriate subsidiary experts groups.

**Targets:**

FAA participation in both Transportation Working Group meetings (Vietnam 2Q; Canada 4Q) and one GIT and one Aviation Safety Experts Group (AvSeg).

**Core Business Activity: Support the AVS Line of Business Activity in China**

APC will participate in bilateral meetings between FAA-CAAC Flight Standards and Aircraft Certification Departments. Based on the decisions made at the joint steering group meetings, APC will support the logistics of activities decided upon by the two leaders for the coming year.

**Targets:**

Assist with completing logistical arrangements through 4Q.

**Core Business Activity: Support Air Traffic Management Improvements in China**

APC will participate in bilateral meetings between FAA ATO and the CAAC ATMB. Based on the decisions made at the Joint Steering Group meetings, APC will support the logistics of activities decided upon by the two leaders for the coming year.

**Targets:**

Assist with completing logistical arrangements through the 4Q.

**Core Business Activity: Recommended Practices for Global Environmental Standards**

To encourage the adoption of recommended environmental practices by foreign aviation authorities through visits, briefings at US airports, and FAA facilities to learn about US

environmental programs.

**Targets:**

By 4 Q FY 06, API will (1) identify two regional delegations for briefings and visits to FAA facilities in FY 07; and (2) solicit funding in support of these activities. Identify at least one; and (3) Persuade organizers of at least one environmental conference in Europe to invite an FAA speaker to reflect US views on Global Environmental Standards and influence European policies by 1 Q FY 06.

**Core Business Activity: Global Policy Issues**

Develop international policy and responses to policy issues as they arise.

**Targets:**

Develop international policy or response to policy issues as necessary.

**Core Business Activity: Development of Regional Aviation Safety Authorities for West & Central Africa**

Support the development of three regional aviation safety agencies (RASA) to serve 23 nations in West and Central Africa. Coordinate FAA resources towards this effort and influence external funding allocated for this objective.

**Targets:**

1) Identify one safety oversight project relating to the Banjul Accord Group (BAG) regional effort by the end of 1Q FY06 where FAA can assist with harmonizing technical regulations and legislation 2) Secure two-year funding from SSFA Program (or alternate source) to support this project by end of 2Q FY07 2) Conclude an agreement by end of 3Q FY06 with The Gambia

to carry out the project (BAG regional leader). 4) Hold kick-off meeting by end of 4Q FY06 with BAG secretariat to discuss plans and activities to be carried out under the project to be documented in an Implementation Plan.

**Core Business Activity: Nigeria Technology Transfer Center**

Develop a plan to establish a prototype technology transfer center in Nigeria.

**Targets:**

Meet with OST in the 1Q FY06 to discuss funding availability. Pending availability, plan training needs assessment of the Nigerian College of Aviation Technology in 2Q FY06.

**Core Business Measure:**

**International Training**

Coordinate 90% of International Training requested by counterpart civil aviation authorities excluding classes cancelled by the requesting organization or country.

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**Core Business Function: International Training Programs**

FAA International Training Programs provide training to counterpart civil aviation authorities and others to improve the safety and efficiency of global aviation systems.

**Core Business Activity: International Aviation Training Symposium**

The ITS and AMA-800 will co-sponsor with other organizations (ICAO, etc.) the International Aviation Training Symposium in July 2006.

**Targets:**

The ITS and AMA-800 will initiate planning and coordination of the event in the 1st quarter of FY 2006.

**Core Business Activity: FAA Safety Training Programs**

The ITS and AMA-800 will coordinate and deliver training to assist countries in meeting international standards for aviation safety oversight.

**Targets:**

The ITS and AMA-800 will arrange for the delivery of in-country training to at least (6) six countries identified in the FY 2006 Business Plan. (Note: Countries identified by LOBs and API Geographic Regions)

**Core Business Activity: FAA English Language Training Initiative**

Assist countries to meet 2008 ICAO English language proficiency requirements.

**Targets:**

The ITS and AMA-800 will (1) arrange the delivery of English language training to at least six foreign civil aviation organizations; (2) provide technical assistance to at least two foreign civil aviation organizations establishing their own English language training programs; and (3) arrange at least one outreach program to encourage civil aviation organizations to implement English language training programs to meet ICAO standards.

**Core Business Activity: Aviation and Space Education Outreach**

Work in collaboration with the Aviation and Space Education (AVSED) Outreach coordinators to support the AVSED program.

**Targets:**

Respond to international inquiries forwarded to API by AVSED coordinators.  
Provide at least one speaker for an AVSED event in the U.S.

**Core Business Activity: Safety Technology Training**

The ITS and AMA-800 will coordinate and deliver training to assist countries in the use of safety technologies.

**Targets:**

The ITS and AMA-800 will arrange for the delivery of in-country safety technology training to at least three countries identified in the FY 2006 Business Plan. (Note: Countries identified by LOBs and API Geographic Regions)

**Core Business Activity: BASA Training**

The ITS and AMA-800 will coordinate and deliver training to assist countries to conclude BASAs with the U.S.

**Targets:**

The ITS and AMA-800 will arrange for the delivery of in-country BASA-related training to at least two countries identified in the FY 2006 Business Plan. (Note: Countries identified by LOBs and API Geographic Regions)

**Core Business Activity: FAA System Maintenance Training**

Assist countries to develop a maintenance certification program modeled on the U.S. system to improve and enhance their maintenance capabilities of ground-based aviation systems and equipment.

**Targets:**

Conduct at least two Airway Facilities courses at the FAA Academy in FY06.

**Core Business Activity: FANS Training**

Assist countries in the adoption/implementation of Future Air Navigation Systems (FANS) and the use of satellite-based technologies.

**Targets:**



Conduct at least three FANS related courses at the FAA Academy in FY06.

**Core Business Activity: ATC Quality Assurance Training**

Assist countries to develop air traffic quality assurance programs to improve the safety and efficiency of air traffic control systems.

**Targets:**

Conduct at least two air traffic management courses at the FAA Academy in FY06.

**Core Business Activity: Train-the-Trainer Training**

Assist CAA aviation training centers to improve their instructor knowledge and skills base, course curriculum/lesson plans, training facilities and equipment to promote self-sufficiency, cooperation, partnership, and standardization of training.

**Targets:**

Conduct at least one instructor development course in FY06.

**Core Business Activity: Management Training**

Assist countries in the training and development of managerial and non-managerial personnel to lead and manage organizations

**Targets:**

Conduct at least two leadership/management courses in FY06.

## Organizational Excellence

API helps the line organizations in the agency provide direct or indirect assistance to over 100 countries around the world to help them improve their aviation systems. The FAA workforce is a key component of this effort. It is FAA employees who respond to the needs of our international customers through advice, training, and technical assistance.

API sees effective management of the workforce as a critical element in providing value-added customer support to our international clients. Through improved management based on reliable data FAA employees can continue to delivery quality customer service.

## Flight Plan Performance Target:

### Employee Attitude Survey

Increase Employee Attitude Survey scores in the areas of management effectiveness and accountability by at least 5 percent by FY 2010. FY06 Target: 3 percent.

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### Strategic Initiative: EAS Action Plan

Monitor and evaluate Employee Attitude Survey (EAS) Action Plan results.

#### Strategic Activity: API EAS Action Plan

Support diagonal slice group to address workplace issues.

**Targets:**

Develop guidance for workplace issues as they arise.

## Flight Plan Performance Target:

### Cost Control Program

Each FAA organization will contribute at least one measurable and significant cost reduction and/or productivity improvement activity each year, including but not limited to, cost efficiencies in the areas of: strategic sourcing for selected products and services; complete consolidation of facilities and services such as accounting offices, real property management, helpdesks, and Web services; and elimination or reduction of FAA use of obsolete technology by either removing from service or

transferring from Federal operation  
100 Navajids. FY06 Target: 100  
percent compliance.

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### **Strategic Initiative: Cost Control Program**

Implement line of business-specific cost reduction and/or productivity improvement initiatives as well as agency-wide initiatives.

#### **Strategic Activity: Reduce Outstanding Debt**

Reduce outstanding debt owed to FAA by foreign civil aviation organizations.

##### **Targets:**

Reduce by 20% over FY 2005 levels.

#### **Strategic Activity: Foreign Payroll Processing**

As part of the payroll consolidation, process foreign allowance payments of US direct hire employees stationed overseas as well as regular payroll payments for locally engaged US citizens.

##### **Targets:**

Process overseas allowances and payroll for 100 staff without additional resources. Establish labor productivity baseline of FTE used to process actions within a fiscal year.